

BPAC ACTION PLAN



MEMORANDUM

TO: BRAC Planning Advisory Commission (BPAC) Members

FROM: J. Thomas Sadowski, BPAC Chair
James C. Richardson, Executive Director, Harford Co. Office of Economic Dev.

DATE: January 30, 2007

SUBJECT: BPAC Action Plan

As a member of the BRAC Planning Advisory Commission (BPAC), please find an attached copy of the final draft of the BPAC Action Plan. The Executive Committee has worked diligently over the last several months to incorporate the BPAC recommendations into a comprehensive working plan of action. Please read through the overview provided on this page prior to review of the attached document. You'll find a timeline for the rollout of the plan which includes opportunities for further feedback. Thank you again for your commitment to this process as we support Harford County and the APG region as a quality locale to live, work, and play!

Harford County Office of Economic Development BRAC Planning Advisory Commission Action Plan

HISTORICAL PERSPECTIVE

In November 2005, the County Executive's Base Realignment and Closure Planning Advisory Commission (BPAC) was established to help Harford County respond to the economic and social opportunities eminent with the BRAC law that deemed Aberdeen Proving Ground a predominant gainer with missions relocating to the installation from Ft. Monmouth, NJ; Alexandria, Falls Church, and Langley, VA; Glen, OH; Redstone, AL, Fort Huachuca, AZ, and San Antonio, TX. The committee is comprised of a diverse array of business, community, and government leaders, both public and private sectors.

The BPAC put forth more than 70 recommendations in its Chairman Report issued to the County Executive in August 2006 -the result of four subcommittees' findings in the areas of land use; transportation and infrastructure; education, technology, and workforce development; and public safety, health, and community services. As a follow up, the BPAC Executive Committee, which continued to meet monthly, drafted a working action plan to consolidate the recommendations, identify timelines and lead agencies responsible for each action, and establish priorities for the next phase of BRAC's implementation to occur between 2007 and 2011.

Early in the committee's efforts it was recognized that a regional approach throughout Northeastern Maryland would be necessary to best meet BRAC military directives, capitalize on legislative collaboration, and coordinate resources on issues such as infrastructure related to transit, road improvements, and US Rt. 40 corridor redevelopment. Economic development representatives from Baltimore County and Cecil County were asked to serve as ex officio members of BPAC to bring regional perspective to the plan.

Also during this time frame, the Harford County Office of Economic Development applied for, and was awarded, a \$1.7 million planning grant from the Secretary of Defense's Office of Economic Adjustment (OEA). OEA's mission is to help plan and carry out local adjustment strategies and assist communities to partner with military departments in support of the DoD mission. These monies hired a BRAC manager, established a regional BRAC office to focus on communities impacted by APG's BRAC activity- Harford, Cecil, Baltimore Counties and Baltimore City. The BRAC Office is located at the Higher Education Conference Center at HEAT in Aberdeen, (approximately 4 miles from the Aberdeen Proving Ground gate) with staffing to ensure impacted communities within the Northeast Region are included in the growth management plan. The grant will also fund studies to address initial areas that require attention including water, waste to energy, land use and recreation, and a demographics study which will enable us to "drill down" to provide local data at the municipal level.

A PLAN OF ACTION

Per the County Executive's direction, a status report is required in January 2007 and thus the Harford County BPAC Action Plan will be formally presented based upon the following timeline:

- **1/10/07:** BPAC Executive Committee met; reviewed draft of the Action Plan.
- **1/17/07:** Full BPAC membership receives copy, opportunity to recommend further considerations to the Harford County Office of Economic Development (OED).
- **1/25/07:** Deadline to submit further considerations to OED.
- **1/29/07:** Full BPAC convenes at HEAT Center at 10:00 a.m. to review final draft of the Harford County Action Plan.
- **1/30/07:** Final copy of the plan presented to County Executive David Craig.

NEXT STEPS

BPAC, in addition to establishing priorities for Harford County's Action Plan for BRAC, serves as an umbrella entity for regional coordination efforts throughout the Chesapeake Science and Security Corridor. It is anticipated that Baltimore and Cecil Counties will develop similar plans prioritizing action steps in their own jurisdictions and, through a Memorandum of Understanding, a capstone document will integrate the individual plans and align a regional approach. This regional approach will drive future funding requests as we transition from BRAC planning to implementation. A cooperative effort among municipalities, counties, state, and federal agencies is imperative to ensure success for the Chesapeake Science and Security Corridor.

It is important to note that the Harford County Action Plan is a working document, designed to guide our efforts as we move forward to full BRAC implementation by 2011. Unforeseen dynamics associated with BRAC 2005 could shift priorities identified in the plan or drive additional BRAC actions that are not noted at the time of publication. The BPAC Executive Committee will continue to monitor activity and timelines within the Action Plan. Town Hall meetings, to be held in April, August, and November with advanced public notice, will provide progress reports and presentations as appropriate to inform all stakeholders on the status of the BRAC implementation plan within the Chesapeake Science and Security Corridor.

For more information, contact the BRAC Office at 410-273-5708 or klholt@harfordcountymd.gov.

Harford County BPAC Action Plan – September 12, 2007

Introduction

County Executive David R. Craig established the Base Realignment and Closure Planning Advisory Commission (BPAC) in November 2005 to assist the County in responding to the significant economic and social changes that will accompany BRAC actions at Aberdeen Proving Ground. The Commission was tasked to address measures to sustain and where possible enhance the quality of life in the area. In August 2006, the BPAC presented a report of initial findings and recommendations to County Executive Craig. County Executive Craig accepted the report and requested the BPAC provide a Status Report/Action Plan in January 2007. The original version of this plan was published on January 30, 2007 in response to that request. This edition updates the plan to reflect accomplishments since that date and progress in addressing the numerous action items. This plan is a working document, designed to guide our efforts as we move forward to full BRAC implementation by 2011, and additional revised editions will be published as we progress through the required actions.

The BRAC Environment

Federal BRAC Status. Army implementation of the mandated BRAC actions is proceeding on schedule. In coming weeks the Army Corps of Engineers plans to award contracts of approximately \$500 million to begin construction of facilities to house incoming communications and electronics organizations. The US Senate recently approved a 2008 military construction budget that includes an additional \$275 million for BRAC construction at APG. Some incoming organizations have begun to place small numbers of personnel at APG to facilitate relocation actions. The change in projected on-post jobs has varied, and it will continue to vary until BRAC is complete, but a net increase of 8,200 on-post civilian, military, and contractor positions continues to be a reasonable planning estimate. The required completion date for BRAC actions remains September 15, 2011.

Role of the Office of Economic Adjustment. The Department of Defense Office of Economic Adjustment has been and continues to be a source of valued counsel and of vital economic assistance for planning to meet the needs imposed by BRAC. Thus far, the OEA has provided grant funding of \$1.7 million for such things as establishment of the BRAC manager's office and studies of water resources, a waste-to-energy facility, demographic changes, and analysis of land use, public facilities, and recreation. The "funding source" sections of this document include numerous items for which shared OEA funding has been provided or has been suggested.

Regional considerations. The BPAC was constituted by a Harford County executive order, and this action plan necessarily focuses on Harford County requirements and actions. Most BRAC-induced needs, however, must be addressed on a regional basis that encompasses Harford County, Cecil County, Baltimore County, Baltimore City, York and Lancaster Counties in Pennsylvania, and Newark County in Delaware. Cecil and Baltimore Counties and Baltimore City have now developed plans similar to this one. Collectively these plans, coordinated by means of a capstone document, will provide a means of tracking regional requirements and actions. In this Harford County plan, the CSSC (Chesapeake Science and Security Corridor) partnership is noted in the Responsible Agency column when regional action is appropriate. It should also be noted that successful accomplishment of most of the actions and timelines shown in this plan is dependent on a cooperative effort among county, state, and federal agencies.

The Nature of this Plan

This document should be considered as a status report that will in successive iterations become more detailed and precise with continued attention to intermediate milestones, funding estimates, and priorities. The broad scope of the plan dictates that the status of actions addressed in it will be constantly changing, and the plan will be reviewed for update periodically. Characteristics of the information on the following pages include:

- The BPAC organized itself into four subcommittees and reported its findings in four areas – land use; transportation and infrastructure; education, technology, and workforce development; and public safety, health, and community services. Those four categories of activity are retained here. The recommendations and actions shown here for each of those areas are largely a direct copy of those reported by the BPAC in its August 2006 report. They are the basis for all of the other planning information.
- Timelines are shown as the calendar years anticipated to be required for accomplishment of the action.
- Primary and secondary funding sources are shown where appropriate.
- “Responsible Agency” assigns a County office or other local office as focal point for the action. While the accomplishment of many actions hinges on decisions that will be made at the state or federal level, the local agency is responsible for ensuring that all possible efforts are done to make the action occur. Other involved offices are shown parenthetically.
- Priorities are assigned on the basis of high, medium, or low. That relatively few items are shown as “low” is due in part to the fact that many low priority items were eliminated in the course of BPAC deliberations. Some actions are assigned a high priority because of the long lead time required to secure funding and to design and build infrastructure improvements. Other actions are rated medium because they are currently in progress or the need is not as immediate as many of the infrastructure issues.


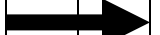








Land Use

The Land Use Subcommittee developed observations and recommendations that were specific to its three areas of discussion: Revitalization of Route 40, Commercial and Retail Land Use and Residential Land Use. However, there were also several observations that resulted in general recommendations. Each is important to the challenges and opportunities of BRAC-related growth.

The County must recognize the critical role that legislative and policy needs play in planning and managing growth and, to that end, should cohesively promote both Comprehensive Rezoning and Zoning Code revisions to address the items identified in the Action Plan. The County should assure that existing land use policies, and the models upon which they are based, are updated and adjusted to reflect a BRAC growth environment. Growth development policy should be reflected in the County's projections, and the pace of projections should reflect the anticipated pace of growth.

Several Land Use issues are highlighted within this plan that the County should review and make consideration for; particularly for the increase demand of Class A office space for defense-related contractors as well as expanding resident businesses. This Subcommittee encourages examination of land use issues, such as the Transfer Development Rights program, with its relationship to and effect on BRAC-related growth. Further evaluation of the County's land use issues would be necessary as more definitive BRAC-related numbers become available.

**Initial BPAC Action Plan for Harford County
Land Use**

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
LU.1	Revise and update Harford County’s Development Regulations and Comprehensive Element Plans to include state-of-the art zoning and subdivision practices and principles.												
	a) Rewrite and adoption of Zoning Code, Sign Code and Subdivision Regulations										OEA/ County	P&Z	High Underway
	b) Complete Preservation Priority Plan										County	P&Z	High Begin ASAP
	c) Water Resource Element Plan (House Bill 1141)										OEA / County	P&Z	High Begin ASAP
	d) Provide flexible “mixed-use” zoning tools that would promote the redevelopment of areas in need of revitalization										County	P&Z	High
	e) Incentivize the combination of small, contiguous lots into larger parcels										County	P&Z (OED)	High
	f) Conduct a study of the Rt. 40 Corridor to correlate development and use constraints with more effective land use patterns										OEA/County	P&Z/CSSC	High OEA Grant anticipated 9/07
	g) Implement recommendations of “Builders for the Bay”										County	P&Z	High
LU.2	Promote and enhance the use of the County’s economic and administrative tools available in the development process.												
	a) Create marketing package for redevelopment & revitalization - Focusing on the Rt. 40 Corridor										County	OED (Community Services)	Action completed
	b) Review & revise Commercial Revitalization District Regulations										County	P&Z	High
	c) Review & revise Edgewood Neighborhood Overlay District Regulations										County	P&Z	High

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	d) Fund and promote the use of grant and loan programs to assist in redevelopment & revitalization – focusing on the Rt. 40 corridor.	➡									County	OED	High
LU.3	Analyze land use and socio-economic data and activities to identify development opportunities or deficiencies.												
	a) Regional growth Projections - Quality of life / evaluation of community / human service needs	➡									OEA / County match Task I & Task III	P&Z, (Procurement, Parks & Recreation)	High Demographic Study completed, analysis underway
	b) Study fiscal impact of new development and annexation on municipal governments.	➡									OEA	P & Z (Aberdeen)	High RFP awarded, completion anticipated 10/07
	c) Update vacant land inventories	➡									County	P&Z	Medium OEA Grant anticipated 9/07
	d) Cooperative forecasting process	➡									County	P&Z	Medium ongoing
	e) Analyze implementation through a regional data network to assist in prioritizing land use and policy	➡									OEA	Administration /CSSC (Aberdeen)	High OEA grant anticipated 9/07
LU.4	Promote revitalization of older areas throughout the County.												
	a) Create marketing package for redevelopment & revitalization - Focusing on the Rt. 40 Corridor	Δ									County	OED, (Community Services)	Complete
	b) Implement design standards into Commercial Revitalization District (CRD) legislation	➡									County	P&Z	High
	c) Promote Enterprise Zone as an incentive	➡									State & County	OED/Treasury	High Edgewood & Joppa EZ ends in 2014; HdG & Aberdeen ends in 2016
	d) Fund and promote the use of grant and loan programs to assist in redevelopment &	➡									County	OED	High

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	revitalization – focusing on the Rt. 40 corridor.												
LU.5	Create a mechanism that requires coordination between capital improvement program priorities with land use activities and policies.												
	a) Infrastructure Review Subcommittee will establish policy and process										County	Administration /CSSC	High Data collection and process underway









Transportation and Infrastructure

The transportation and infrastructure portion of the plan addresses actions in the areas of roads, transit, water and sewer utilities, waste-to-energy conversion and power and communications.








No actions are shown on several key state roads (e.g., Maryland Route 22) but await the State Highway report expected in January 2007. Those items will be included in Harford County's Consolidated Transportation Plan (CTP) request. The County is working with Aberdeen Proving Ground to explore funding under the Defense Access Road.

BPAC Action Plan for Harford County
Transportation & Infrastructure (T)
(R = Roads, T = Transit, U=Water & Sewer Utilities, E = Waste to Energy, P = Power/Communications)

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15				
T.R.1	Proceed with construction of MD 715/Route 40 improvements													
	a) Engineering/Design/Construction		➡								SHA CTP	DPW (SHA, P&Z)	High Funded	
T.R.2	MD 715 Extension must be either constructed or an alternate access to I-95 provided													
	a) SHA Study completed and released	➡									SHA	DPW (SHA, P&Z, OED)	High Funded	
	b) Feasibility Study for extension to include alternatives and concepts	➡									SHA	DPW (SHA, P&Z, OED)	High Pending	
	c) Engineering, design and construction of selected access		➡								SHA	DPW (SHA, P&Z, OED)	High Subject to funding	
T.R.3	Funding and completion of Phase 2 of MD 755 streetscape improvements to service Edgewood Train Station and access gate													
	a) Community plans have been approved, inclusion in the Consolidated Transportation Plan	➡									County	P&Z (OED, CSSC)	Medium	
T.R.4	Educate public officials to the needs and requirements of the county's transportation and infrastructure system													
	a) Meet with council to discuss the Priority Funding letter request	Δ	➡							n/a	Harford County Cabinet (OED, Army Alliance)	Medium Ongoing; Met with Council		
	b) Brief elected officials on key issues	Δ	➡							n/a	Harford County Cabinet (OED, Army Alliance)	Medium Ongoing; Met with Lt Gov Brown & BRAC Sub-Cabinet, County Delegation		

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15				
T.R.5	Proceed with MD 159/MD 7 improvements													
	a) SHA Study completed and released											SHA	DPW (SHA)	High Pending
	b) Design drafted and approved by County												DPW	High Pending
T.R.6	Identify existing capacity and safety conditions of all roadways and prioritize improvements													
	a) Gain State recognition and funding of all identified projects and linkages										OEA grant to assist in identification process	DPW (P&Z/CSSC)	High Ongoing	
	b) Include identified projects within the CTP										n/a	P&Z (DPW)	High	
	c) Coordinate CTP with municipalities											n/a	DPW (P&Z, Municipalities, CSSC)	High Established 9/07
T.T.1	Implement Edgewood MARC Train Station improvements													
	a) Complete design											MTA Supported by U.S. DOT	P&Z (MDOT/MTA, OED, DPW, CSSC)	High Funded MTA preliminary discussion with P&Z & DPW
	b) Begin construction													
T.T.2	Siting of multi-modal site in coordination with APG and City of Aberdeen to ease congestion at MD 715 gate due to BRAC, Perryman access and GATE project to include parking and bus service													
	a) Meet with key stakeholders to develop initiatives										Public/Private Partnership	P&Z (City of Aberdeen, State, OPUS East, CSSC)	High OPUS exploring interest, MTC task force formed	

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status	
		07	08	09	10	11	12	13	14	15				
	b) Evaluate and secure funding/incentives to develop multi-modal site												P&Z (City of Aberdeen, State, OPUS East, Army Alliance)	High
T.T.3	Identify funding sources available for these opportunities, such as Tax Increment financing (TIF) or private development													
	a) Secure state authorization and county legislation for special assessment districts to compliment the TIF district; outline possible areas to include within a district											n/a	Harford County Treasury (DPW, OED)	High Evaluation started
T.T.4	Coordinate with City of Aberdeen and APG shuttle system to meet on post transit needs													
	a) Contact key individuals to meet and identify BRAC-imposed needs	Δ										State/Fed thru TDP	Harford County Transit (City of Aberdeen, APG)	Medium Limited communication started, TDP Technical draft in County for review
T.T.5	Support implementation of mass transit program between APG, Harford County, Cecil County, Baltimore City/Baltimore County													
	a) Identify status of funding to develop regional mass transit											Share of \$1.5M study funds provided for Odenton and APG	Harford County Transit (P&Z, OED, CSSC)	High TDP Technical draft in County for review, MTC Task Force formed, feasibility study pending, BMC partner to discuss regional needs
	b) Develop regional consortium	Δ										OEA	Harford County Transit (P&Z, OED, CSSC)	
	c) Coordinate Transportation Element Plan to include redevelopment study and travel corridor plan											P&Z	Harford County Transit (P&Z, OED, CSSC)	
T.T.6	Increase MARC train service levels northbound/southbound													
	a) Develop relationship and educate MTA and AMTRAK on the requirements											n/a	P&Z/OED (MTA, AMTRAK,	Medium Preliminary discussions

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
												CSSC)	with MDOT
T.T.7	Support the extension of Purple Line as identified in the Baltimore Regional Rail Plan (BRRP)												
	a) Develop relationship and educate MTA and AMTRAK on the need in conjunction with the Regional Plan										n/a	OED, Transit, P&Z, CSSC, MTA, AMTRAK	Medium
T.U.1	Establish inter-governmental group to coordinate and meet future water challenges as a comprehensive body												
	a) Identify regional water needs										DPW	DPW (P&Z, OED, CSSC)	High/Communication and agreement started Water Resource Board established; Final analysis underway
	b) Identify additional sources of water										DPW	DPW (P&Z, OED)	High OEA Grant anticipated 9/07, analysis underway
T.U.2	Determine cause/effect of Bay Restoration initiatives (TMDL and House Bill 1141)												
	a) Complete the Water Source Element Plan										DPW	P&Z (DPW, OED, CSSC)	High, Guidelines set by state, Water Resource Management Group working with municipalities
T.U.3	Identify additional sources/capacity												
	a) Secure agreement with Baltimore City										n/a	DPW (Baltimore City, MDE, SRBC)	High/pending approval Analysis of water sources pending 4 th submission of OEA Grant
	b) Design expansion and construction of Abingdon WTP to 40 mgd										DPW	DPW	High/in progress Design for 10mgd underway, construction anticipated 10/08 completion anticipated






	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
T.E.1	Educate public officials to support WTE needs in county												
	a) Cabinet meetings with council to educate	Δ									n/a	DPW (P&Z, OED)	High
	b) Visit/Tour Montgomery County facility expansion	Δ										DPW	High
T.E.2	Upgrade to WTE facility to meet county’s needs (schools, libraries, etc) as well as BRAC needs												
	a) Secure funding, permits and agreements for steam and/or electricity with Northeast Maryland Waste Disposal Authority	Δ									Northeast Maryland Waste Disposal Authority	DPW (APG)	High/preliminary discussions a). Recommendations for expansion underway and presented by the end of this year
	b) Construct facility		→										
T.E.3	Hire BRAC Manager to assist in communications between APG, Harford County and other service providers												
	a) Establish regional BRAC Office	Δ									OEA	OED/CSSC	Completed



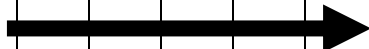



Education, Technology and Workforce Development







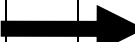

This education, technology and workforce development section addresses the new skills that will be required for the incoming Aberdeen Proving Ground organizations and their contractors, the increase in population that will occur, additional educational infrastructure requirements, and an array of studies and coordination efforts to better define the issues.

Public [and non-public](#) education students and their families moving into the area will be looking for information comparing their current schools to those in the region, information about credit transfer and graduation requirements changes that may exist, and for teaching spouses of APG employees, Maryland certification requirements compared to the state holding their current credentials. Outreach efforts to first, understand the differences, and second, to explain them to families migrating to the area are both essential.






BPAC Action Plan for Harford County
Education, Technology and Workforce Development
(E=Education, T=Technology, W=Workforce Development)








	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
E.E.1	Coordinate land acquisition activities to secure inventory for future school construction												
	a) Locate sites for elementary, middle and high schools due to BRAC										Harford County and State of Maryland	HCPS (HC Govt., HC Council)	High Two elementary school site selected: 1 elementary & 1 middle under consideration
	b) Expansion of Harford Technical HS capacity										Board of Ed		High
	c) Review of the Board’s Balancing Enrollment Policy for sensitivity to BRAC decision making										HCPS	HCPS	Immediate
E.E.2	Seek additional state funding for school construction and modernization												
	a) Implement HCPS long-range capital plan										Harford County and State of Maryland	HCPS	High Seeking funds in FY 09
E.E.3	Develop communication and marketing plan to promote educational system for both public and private schools												
	a) Develop marketing materials and marketing displays to use in all outreach activities										Public and Private Schools’ budgets	HCPS (HCPL, CSSC, H/C NPSC: Harford/Cecil Non-Public School Council)	Medium Grant proposal to be developed FY08 Operational budget includes funds for display board

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	b) Develop public and private school programs and inventory list for inquiries from relocating families										Public and Private Schools' budgets	HCPS, H/C NPSC , CSSC	Medium Under development
	c) Create a data base with comprehensive comparison of programs offered by HCPS and other school systems sending families to APG area										OEA	HCPS, H/C NPSC , CSSC	High OEA funding anticipated 9/07
	d) Support transition of students and families with comparison and analysis of school performance, graduation requirements, and teacher certification requirements										OEA	HCPS, H/C NPSC	High OEA funding anticipated 9/07
E.E.4	Implement Career Pathways model												
	a) Match career pathways models and articulation agreements with HCC										HCPS	HCPS (Board of Education, HCPL, CSSC)	Medium Career Path Models operational in all HS International Baccalaureate recruitment begins 9/07 Homeland Security recruitment begins 9/08
E.E.5	Educate Harford County students/parents/guardians on changes in job fields, security clearances, and career choices												
	a) Annual PTA-sponsored sessions; develop an informational brochure										HCPS, H/C NPSC	NMTC/HCPS (HC Chamber, HCPS, HCPL, CSSC)	Medium/Low a). Anticipate Fall 07 b). Under development
	b) Integrate security clearance requirements into Maryland Business Roundtable (Achievement Counts) presentations										In-kind services from MBRT, NMTC, HC Chamber		

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	c) Establish work experience opportunities for high school education students;										HCPS	HCPS (Board of Education, County)	Medium/Low
	d) Continue to respond to charter school applications as received.												
	e) Create Science Center at Edgewood Public Library										HCPL/Science Foundation	HCPL	e). High Grant received, underway
E.E.6	Expand magnet programs to complement economic expansion												
	a) Increase student slots for current magnet programs										HCPS	HCPS	High New magnet programs under development
	b) Identify new career and skill sets												
	c) Expand magnet programs based on incoming employer needs												
E.E.7	Complete a Needs Assessment for higher education and degree programs												
	a) Establish Higher Education Center Advisory Council and develop strategic plan for the Higher Education Center										n/a	HCC (CCBC, CCC and regional Universities, CSSC)	High Advisory Council established; engaged in strategic planning process anticipate completion 12/07
	b) Meet with NJ college presidents (Monmouth University, Brookdale CC, Stephens Institute, Princeton and Rutgers University among										OEA (funded)	HCC, (CCBC, CCC and regional universities)	High Met with Brookdale CC president

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	others) re specialty programs												Future dates under consideration to meet later this year
	c) Outreach to other BRAC tenants regarding higher educational needs	➡									OEA Travel Funds	HCC, (CCBC, CCC and regional universities)	High Participated in meetings with BRAC tenants Attended CERDEC University Day
E.E.8	Develop new and modify existing undergraduate and graduate programs based on Needs Assessment												
	a) Do assessment based on needs and current offerings.	➡									HCC (CCBC, CCC, regional universities)	HCC; HCC partners; out-of-state higher education partners, MHEC)	High a). OEA funding anticipated 9/07 b). STEM division formed; discussions underway with other universities; HEAT Center program considerations underway c). Towson University building at HCC RFP underway
	b) Work with all universities on future advanced degree and doctoral needs.	➡											
	c) Continue development of higher education facilities particularly Towson University	➡											
E.T.1	Review technology infrastructure and needs assessment including wireless network.												
	a) Identify government needs countywide, industry/small business needs countywide and residential needs countywide	➡									OEA	MIS of HC Govt. (HCPS; HCPL, municipalities, NMTC, business and industry groups)	Medium RFP out for facility assessment Data collection and assessment underway
E.W.1	Provide single point of contact for a Jobs Bulletin Board specific to BRAC-related positions												

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	a) Secure funding for consolidation of Workforce Centers and related services										DLLR	OED, SWN (US Dept. of Labor, CSSC,	High Site location ongoing
	b) Expand current business service functions in SWN/DLLR; consolidate existing workforce centers and dedicate area in consolidated facility to BRAC recruiting/ training;	Δ									DLLR	OED, SWN, CSSC)	High Completed
	c) Determine/obtain job qualifications and specs from incoming government BRAC tenants and defense contractors;	Δ									SWN/DLLR	OED, SWN (CSSC)	High Completed Defense contractor links for MWE BRAC button in process
	d) Seek new ways to inform local residents and employers re skill sets; additional info needed	Δ									employer fees	OED, SWN, CSSC	Medium Completed
	e) Provide spousal/ dependent employment and related assistance for relocating family workers										SWN/DLLR	OED, SWN, MD DLLR, CSSC	High In process with BRAC community
E.W.2	Refine outreach to defense-related contractors to inform them of SWN/DLLR services												
	a) Continue to invite Ft. Monmouth, other BRAC tenants, and other defense-related employers to participate in Job Fairs;										SWN/DLLR/OED	OED, CSSC	High Ongoing, expanding reach to defense contractors
	b) Develop formal agreements with regional workforce partners for recruitment (Lancaster, PA, New Jersey and Delaware)										DOL BRAC planning grant	OED, SWN (MD DLLR, OED, CSSC)	Medium In planning process Regional discussions occurring
	c) Promote and customize SWC/MWE job posting and matching capabilities and database.	Δ									SWN/DLLR	OED, SWN	High Completed
	d) Promote SWN Workforce Center improvements (including BRAC information in offerings)										Existing operating budget and local/state/federal funding	OED, SWN	Medium Study completed, ongoing implementation of

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
													recommendations SWN BRAC Marketing Committee
	e) Increase defense-related Job Fairs as needed										DLLR	OED, SWN	High APG Job Fair 7/07 Harford County Job Fair 10/07
E.W.3	Seek information on regional workforce												
	a) Conduct Outcommuter Laborshed Study										OEA	OED, SWN, CSSC	High Completed
	b) Develop and implement Laborshed recommendations										DLLR	OED, SWN, (CSSC)	High Ongoing, committee formed to explore/implement recommendations
E.W.4	Involve APG representatives and large defense contractors in workforce development assessment												
	a) SWN outreach to CPOC, other tenants' personnel functions, and incoming defense-related contractors										n/a	OED, SWN, MD DLLR, APG, CSSC	High Ongoing
	b) Link with all BRAC tenants' CPOC agencies										n/a	OED, SWN, MD DLLR, APG, CSSC	High Ongoing
E.W.5	Enhance workforce information on www.marylandready.com website for BRAC-related positions												
	a) Develop direct links to MWE job listing (Md. DLLR)/ matching capabilities and information products										U.S. Dept. of Labor/ DLLR	OED, SWN, DLLR	High Completed
E.W.6	Assist with educational systems to begin dissemination of information relative to employment opportunities												
	a) Review grant opportunities re curriculum for science/ math/technology/engineering (STEM)										U.S. Dept. of Labor	OED; SWN; HCC; HCPS; DLLR; CSSC; H/C NPSC	High

	Action	Timeline									Funding Source	Responsible Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
	b) Prepare regional proposal encompassing 4 to 5 states	X									U.S. Dept. of Labor	SWN; OED	High Federal WIRED Grant submitted – request not funded
	c) Coordinate and integrate with Career/Guidance Depts., Training Institutions, Career Cluster framework, magnet and academy offerings										HCPS/HCC	OED; SWN; HCC; HCPS; CSSC; H/C NPSC	High In progress

Public Safety, Health & Community Services

Sheriff Jesse Bane is the Chair and Ernie Crist and Lyle Sheldon are Co-Chairs. After careful review, it was agreed that the sub-committee will continue to meet to formulate next-steps in moving toward a Comprehensive Master Plan for all related services. The plan will require further discussion, analysis, formulation, implementation and on-going monitoring and review from Criminal Justice, Health Care, Community Services, Fire Suppression Services, Code Enforcement Services and Emergency Ops and Emergency Management.

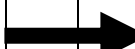


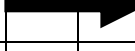
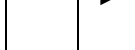


Each key area in public safety, health, and community services is relying heavily on the local demographic study funded by OEA to refine the state-provided demographic data, while recognizing that numbers related to BRAC are always in flux. In some cases, agencies have already built some staffing upgrade into their agency budgets and have conducted preliminary studies out of their own budgets.

BPAC Action Plan for Harford County
Public Safety, Health & Community Services (PS)
(S = Public Safety, H = Health, C = Community Services, D=DILP)

	Action	Timeline									Funding Source	Lead County Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
PS.S.1	Review demographic information to adequately plan for public safety personnel and infrastructure												
	a) Data and needs analysis of demographics and impact on core functions for all Criminal Justice Services	➔									Office of Economic Adjustment/ Operating Budget for individual services	Harford Co. Govt., Harford Co. Sheriff's Office (L.E. & Corrections), Municipal Police Depts., State's Attorney, Courts, Parole & Probation, Fire & EMS	High a). Underway b). Completed c). Underway d). Underway
	b) Examine formulas/process for determining staffing needs	➔											
	c) Examine formulas/process for determining facility needs	➔											
	d) Identify system issues Services include: Criminal Justice, Fire Suppression, Code Enforcement, Emer Ops & Emer Manage, Health Care, Community Svc.	➔											
PS.S.2	Develop comprehensive master plans for new and expanding law enforcement, correctional facilities, fire, and EMS stations, based on data and needs analysis												
	a) Identification of goals, objectives & key milestones	➔➔									Office of Economic Adjustment/ Operating & Capital Budget for individual services	Harford Co. Govt., Harford Co. Sheriff's Office (L.E. & Corrections), Municipal Police Depts., State's Attorney, Courts, Parole & Probation, Fire & EMS	High
	b) Identify operating and capital budget needs	➔➔											
	c) Identify alternative funding strategies	➔➔											
	d) Develop system modification planning Services include: Criminal Justice, Fire Suppression, Code Enforcement, Emer Ops & Emer Manage, Health Care, Community Svc.	➔➔											

	Action	Timeline									Funding Source	Lead County Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
PS.S.3	Develop staffing/recruitment plans specific to each agency												
	a) Plan implementation including review and adjustment of annual staffing analysis models and reports for all identified services Services include: Criminal Justice, Fire Suppression, Code Enforcement, Emer Ops & Emer Manage, Health Care, Community Svc.										Office of Economic Adjustment/ Operating & Capital Budget for individual services	Harford Co. Govt., Harford Co. Sheriff's Office (L.E. & Corrections), Municipal Police Depts., State's Attorney, Courts, Parole & Probation, Fire & EMS	High
PS.S.4	Identify methods to generate funds for public safety operations and programs												
	a) Identification of goals, objectives & key milestones										Operating & Capital Budget for individual services	Harford Co. Govt., Harford Co. Sheriff's Office (L.E. & Corrections), Municipal Police Depts., State's Attorney, Courts, Parole & Probation, Fire & EMS	High
	b) Identify operating and capital budget needs												
	c) Identify alternative funding strategies Services include: Criminal Justice, Fire Suppression, Code Enforcement, Emer Ops & Emer Manage, Health Care, Community Svc.												
PS.S.5	Enhance educational opportunities available in high schools and post-secondary institutions with respect to law enforcement, fire, and EMS programs												
	a) Review existing programs and curriculums										Operating & Capital Budget for individual services	Harford Co. Govt., Harford Co. Sheriff's Office (L.E. & Corrections), Municipal Police Depts., State's Attorney, Courts, Parole & Probation, Fire & EMS	Medium
	b) Identify existing and future joint programs, including Harford County Public Schools Services include: Criminal Justice, Fire Suppression, Code Enforcement, Emer Ops & Emer Manage, Health Care, Community Svc.												

	Action	Timeline									Funding Source	Lead County Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
PS.H.1	Review demographic information to adequately plan for health service personnel and infrastructure.												
	a) County to commission a comprehensive study of the status of health services with recommendations for the future										OEA (funded)	Upper Chesapeake Health (UCH)	High/study underway
PS.H.2	Assess future health care needs for the projected increase in population.												
	a) Upper Chesapeake Health (UCH) to conduct formal BRAC demand study for hospital services areas										UCH/OED	UCH (Harford Co. Govt., APG, P&Z, Community Services, Municipalities)	High/Preliminary work completed
PS.H.3	Develop master plans for new and expanding health service facilities												
	a) UCH to update master facility and campus plans										UCH	UCH (APG, P&Z, Community Services)	High/Preliminary work completed
PS.H.4	Develop staffing/recruitment plans specific to health services.												
	a) Comprehensive team member & physician recruitment & retention plan to be developed										UCH	UCH (Community Services., Health Dept., Municipalities)	Medium/ongoing
PS.H.5	Identify methods to generate funds for health and medical services delivery programs.												
	a) UCH to investigate alternative sources of capital to fund future expansion & medical staff recruitment										Investigative efforts: UCH; capital funding: operating earnings, debt, philanthropy and potential state, federal & other private entities	UCH (Harford Co. Govt., APG, P&Z, Community Svc., Municipalities)	High

	Action	Timeline									Funding Source	Lead County Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
PS.H.6	Consolidate health department infrastructure into one centralized location.												
	a) Conduct further discussions between Health Dept. and all related services										Office of Economic Adjustment/ Operating & Capital Budget for individual services	Harford Co. Govt., Health Dept., Harford Co. Sheriff's Office (L.E. & Corrections), Municipal Police Depts., State's Attorney, Courts, Parole & Probation, Fire & EMS	High
	b) Data and needs analysis of demographics and impact on core functions for all Health Dept. services												
	c) Examine formulas/process for determining staffing needs												
	d) Examine formulas/process for determining facility needs												
	e) Identify system issues												
	Services include: Criminal Justice, Fire Suppression, Code Enforcement, Emer Ops & Emer Manage, Health Care, Community Svc.												
PS.H.7	Develop communications plan of health department services.												
	a) Conduct further discussions between Health Dept. and all related services										Office of Economic Adjustment/ Operating & Capital Budget for individual services	Harford Co. Govt., Health Dept., Harford Co. Sheriff's Office (L.E. & Corrections), Municipal Police Depts., State's Attorney, Courts, Parole & Probation, Fire & EMS	High
	b) Review existing programs and delivery methods												
	c) Identify future joint program opportunities with all related services												
	Services include: Criminal Justice, Fire Suppression, Code Enforcement, Emer Ops & Emer Manage, Health Care, Community Svc.												
PS.C.1	Review demographic information to adequately plan for community service personnel and infrastructure needs.												
	a) County to commission a Comprehensive Study of the status of community service personnel and infrastructure needs with recommendations for the future										OEA (funded)	Community Services (Harford County Government)	High/study underway

	Action	Timeline									Funding Source	Lead County Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
PS.C.2	Develop master plans for new and expanding community service facilities.												
	a) Conduct analysis of current demographic patterns	Δ									Community Development Block Grant (CDBG)	Community Services (Harford Co. Govt., Parks & Rec., P&Z, Municipalities)	High/Completed
	b) Formulate multi-agency committee to coordinate master plans for community service facilities.	➡									Each participating/responsible agency		Medium
PS.C.3	Establish adequate staffing plan to service the anticipated increase in population.												
	a) Annual staffing analysis completed by each agency	➡									Internally funded by each agency	Community Services (Harford Co. Govt., Parks & Rec., P&Z, Municipalities)	Medium
PS.C.4	Coordinate programs & program delivery for all sectors of community service.												
	Form multi-agency committee to coordinate marketing and delivery of community service programs.	➡									OEA	Community Services (Harford Co. Govt., Parks & Rec., P&Z, Municipalities)	Pending
PS.C.5	Identify methods to generate funds for community service programs – review funding & program costs.												
	County to commission analysis of alternative funding for community service programs, including fee for service approaches.	➡									OEA	Community Services (Harford Co. Govt., Parks & Rec., P&Z, Municipalities)	Pending
PS.D.1	Review demographic information to adequately plan for issuance of Inspections, Licenses and Permits.												
	County to commission a comprehensive study of the status of public safety services with recommendations for the future	➡									OEA (funded)	DILP (Harford County Government)	High/study underway

	Action	Timeline									Funding Source	Lead County Agency	Priority and/or Status
		07	08	09	10	11	12	13	14	15			
PS.D.2	Establish adequate staffing plan to service the anticipated increase in population												
	Annual staffing analysis completed by each agency										Internally funded by each agency	DILP (Harford Co. Govt., APG, P&Z, Community Services, Municipalities)	Medium

Glossary

BCC	Baltimore Community College	MIS	Harford County Management and Information Systems
BPAC	BRAC Planning and Advisory Commission	MWE	Division of Workforce Development/DLLR
BRAC	Department of Defense Base Realignment and Closure, 2005 round	MARC	Maryland Rail Commuter
BRRP	Baltimore Regional Rail Plan	MDOT	Maryland Department of Transportation
CCC	Cecil Community College	MTA	Maryland Transit Authority
CPOC	Civilian Personnel Operations Center	OEA	Department of Defense Office of Economic Adjustment
CSSC	Chesapeake Science and Security Corridor	OED	Harford County Office of Economic Development
CTP	Harford County Consolidated Transportation Plan	OPUS East	Developer of the G.A.T.E. enhanced use leasing project at Aberdeen Proving Ground
DAR	Defense Access Road Program	P & Z	Harford County Department of Planning & Zoning
DLLR	Maryland Dept. of Labor, Licensing & Regulation	SHA	Maryland State Highway Administration
DILP	Harford County Dept. of Inspections, Licensing & Permits	SWN	Susquehanna Workforce Network
DPW	Harford County Department of Public Works	TDP	Transportation Development Plan
EZ	Enterprise Zone	TMDL	Total Maximum Daily Load
HC	Harford County	US DOT	United States Department of Transportation
HCC	Harford Community College	WTE	Waste to Energy
HCPL	Harford County Public Library	UCHS	Upper Chesapeake Health System
HCPS	Harford County Public School System		

